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REMARKS OF WILLIAM J. CASEY
DIRECTOR OF CENTRAL INTELLIGENCE
AT THE
SEC ANNUAL AWARDS CEREMONY
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It gives me great pleasure to be here today at this awards ceremony and I greatly appreciate your inviting me, Mr. Chairman.

The SEC is very special to me. Chairman of the SEC was the first major position I held in Government and I relished every minute of it. When I was Chairman, and still today, I thought the SEC was the essence of what an outstanding government agency should be: small in numbers, a great spirit, high morale, innovative and dynamic, an extremely able and dedicated staff, with a high degree of independence and loyalty. I made close and lasting friendships with many of those I worked with at the SEC. Such fine and outstanding careerists as Phil Loomis, Irv Pollack, Hugh Owens, Alan Levinson, Aaron Levy and, of course, Stan Sporkin, whom I'm so glad to work with again.

I remember fondly the friendships I made with my predecessors and successors, particularly Manny Cohen, Ray Garret and Ralph Demler. I remember when I came to the SEC I didn't know much about the enforcement process and thought I should have a fresh and experienced look at it. I enlisted Manny Cohen, Ralph Demler, a distinguished Pittsburgh lawyer who had been Chairman during the Eisenhower Administration, and Jack Wells, an old friend and a great lawyer from New York. I really wanted a fresh look, so when they came in for their first meeting, I said Jack Wells knows less and has had less experience in enforcement than you two, so let's make him chairman. In that fine democratic way, the Wells letters or submissions got their name.

The Agency's role has always been to protect the interest of investors and to insure the efficiency and the public confidence essential to keeping

our capital market system the best in the world. This awards ceremony does honor to the great strength of this organization and the people that serve it. As it has been said time and time again, chairman and commissioners come and go, but the staff remains. I'm living proof of that. Even in these particularly lean and difficult times, the staff has closed its ranks and is prepared to go forward and continues to do the best job it can under the circumstances. Looking back at all my government service, no tour of duty satisfied me more than my tenure at the Commission. I loved the problems, I liked the people I worked with inside and outside the agency and was always extremely pleased with the way in which the staff was eager to contribute to resolving any and all problems as they would arise. The work was always performed capably, with a minimum amount of internal disagreement. I can assure you that my love for this agency has and will continue. I will continue to give the support that it needs and deserves. This agency has the style our whole Federal government needs today. In order to continue to perform in the present austere environment, government will have to determine its priorities and resolve the issues before it promptly. Government can only succeed if its decisionmaking process is well-oiled and effectively functioning. We no longer have the luxury in government to operate with redundancies. We must select the most capable people and place them in places of leadership and decisionmaking. Their decisions must be relied upon and implemented as quickly as possible. Effective leadership, at all levels, looks at the factors, gathers knowledgeable views and decides. It decides promptly and is ready to change course as experience dictates. It moves, stays flexible and doesn't let staff get

stuck in cement. I know that in the years since I left the agency, a lot of emphasis throughout government has been placed on management. I, of course, believe that any organization must be well-managed but that management for its own purposes without having a specific objective can become an excuse for nonperformance. The great strengths of this agency have always been its leanness, its dedication to purpose, its high caliber of staff and nonpartisanship in effectuating decisions. Those assets, I might say are quite similar to those of the organization I now head. They must be maintained, nourished and effectively and appropriately used. No matter what the future holds, each of you are having a great privilege and a great experience in working with the SEC.

Much is asked of people in government today. When I go up to Capitol Hill these days, Congressmen ask what they can do to help our intelligence apparatus. I put at the top of the list, get rid of the pay cap. Lean and efficient government requires good leaders. It is remarkable how many able and proven people resist the temptation of higher pay in the private world. In the CIA, career service, a person can retire at 50. This was provided because of the risk and pressure of much of the work. As a result, two-thirds of our senior employees are eligible for retirement. They can take their pension and increase their income by embarking on a second career. What holds them is their dedication and devotion to what they are doing. But it's not fair for all of them, no matter what their experience and what responsibility they carry, to be paid the same. It's crazy to have an army in which every colonel is paid as much as the

Chairman of the Joint Chiefs of Staff. At some point it gets to you to know that people who came into the service ten years after you and who carry far less responsibility get the same pay. It is unfortunate that we allowed ourselves to be frozen into that situation for so long but I can assure you, as Ed Meese assured those with whom Stan Sporkin received his special award two weeks ago, that the President is keenly aware of this inequity and means to correct it.

Another inequity which needs to be corrected is the exposure of career employees performing public service as they see it from personal liability which could jeopardize their peace and security and that of their family. I hope that pending legislation to deal with this inequity will soon be enacted.

Perhaps you would be interested in a few words about my our present activities. Let me tell you that the CIA is another great outfit, in spirit and morale, in dedication, in training and skill and in it's can do attitude and effectiveness. Let me also tell you that, no matter what you read or hear in the media it has absolutely no interest or desire to spy on Americans. It's only interest and purpose is to get timely and accurate foreign intelligence and make solid judgments on developments out there in the world that can threaten or otherwise harm the national security and the national interests of our country. We do live in a dangerous and increasingly interdependent world and our safety, our property, and our continuing contribution to world peace can depend on reading it right.

To meet this need my predecessors have developed over the last thirty years a marvelous apparatus which is in personal contact with centers of information and decision all over the world. They have created intricate and expensive gadgets which use photography, electronics, acoustics and other technological marvels to gather facts by roving the skies, listening to the air waves, probing under the seas and sensing the atmosphere. They have gathered more Ph.D's and other advanced degrees than any university to sift, interpret and analyze the Niagara of facts which this apparatus produces. The bottom line to all this are the national estimates on a wide array of political, military, economic and technological matters for which I am responsible and in which I must see that the diverging views of the chiefs of our military, diplomatic and economic intelligence agencies are made available to the President, the NSC and other policymakers when issues to which these estimates are relevant are being considered and decided. That's what I do with myself these days and I find it challenging and absorbing and I find the system and the talent available to get this done, while not perfect, highly effective, as I did the system and talent developed at your institution.

In conclusion, let me again assure you that, as I have in the past, I shall be maintaining a very keen interest in this great institution. I am always very proud when I read about the outstanding performance and achievements of this agency. I was very fortunate to have been a part of it. I am pleased to be succeeded by a man as highly motivated and widely experienced as John Shad. With the fine leadership that is now in place, and with the

- 6 -

spirit and dedication that is contagious in your building, I know you will continue to reach new heights. God bless each and everyone of you.

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